

Terms of reference (ToR) for the procurement of services below the EU threshold

CONFIDENTIAL

Private Sector Engagement (PSE) to promote Circular Economy in Indonesia	Project number/ cost centre: G-012534-001
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0. List of abbreviations

BMZ	German Federal Ministry for Economic Cooperation and Development
CE	Circular Economy
D4R	Design for Recycling
EPR	Extended Producer Responsibility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
KBLI	Klasifikasi Baku usaha Lapangan Indonesia (Indonesian Business Classification)
M&E	Monitoring & Evaluation
MNC	Multi-National Company
MoE / KLH	Ministry of Environment / Kementerian Lingkungan Hidup
MoI / Kemenperin	Ministry of Industry / Kementerian Perindustrian
MSME	Micro, Small and Medium Enterprise
PRO	Producer Responsibility Organization
SME	Small and Medium Enterprise
ToR	Terms of Reference
ToT	Training of Trainers

1. Context

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is an international cooperation enterprise for sustainable development with worldwide operations. GIZ has been working in Indonesia since 1975 on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

Circular Economy (CE) with a focus on solid waste management is one of the key priorities of the Indonesian-German development cooperation. The project InCircular: Promoting a Circular Economy in Indonesia, commissioned by BMZ, supports the Indonesian Ministry for National Development Planning (Bappenas) and further relevant ministries, agencies, and the private sector to implement the national Circular Economy Roadmap and Action Plan 2025-2045. Three material streams are of particular focus: packaging waste (plastics, aluminium, paper, and others), electronic waste, and residual waste.

Indonesia's Circular Economy Roadmap and Action Plan 2025–2045, developed by Bappenas, organises the transition around the 9R framework: Refuse, Reduce, Reuse, Repair, Refurbish, Remanufacture, Repurpose, Recycle, and Recover. This framework provides the overarching CE reference for this assignment, within which Extended Producer Responsibility (EPR) for packaging and Design for Recycling (D4R) are considered priority areas of engagement, given their direct regulatory relevance and the urgency of private sector preparedness.

Specifically, Indonesia's government is in the process of issuing a Presidential Regulation that will establish a mandatory EPR system obliging producers and importers of packaged goods to finance and participate in the management of their packaging waste. This regulation is expected to be published in 2026. Even ahead of publication, the Ministry of Environment's Circular Letter No. 11 of 2025 already requires companies under 112 Standard Industrial Classification (KBLI) codes to incorporate waste reduction commitments into their Environmental Approval documents, signalling that regulatory momentum is building rapidly.

The private sector landscape relevant to this assignment is not homogeneous. Packaging user private sector actors include both multinational corporations (MNCs) and domestic players, and the two groups present meaningfully different baselines. MNCs operating in Indonesia typically carry existing sustainability commitments and some familiarity with EPR from their global operations since their primary needs tend toward policy clarity and a platform for public-private dialogue. Domestic packaging users frequently have limited awareness of EPR obligations and CE concepts, fewer resources to navigate regulatory change, and a weaker voice in the policy dialogue. While both groups are target participants in this assignment's programme, and the programme design must reflect these differentiated baselines and needs, emphasis of the content and engagement approaches should be calibrated to serve domestic players in particular, who stand to gain most from structured capacity building.

Parallel to this fragmentation and knowledge gap, no unified industry position on EPR currently exists among private sector actors operating in Indonesia. Without a shared, articulated position, the industry cannot engage constructively with the government in shaping the circular economy in Indonesia, EPR system's design for example, a missed opportunity that risks producing a regulation misaligned with operational realities, particularly for domestic players.

InCircular's preliminary desktop analysis of the private sector landscape has identified several industry associations as potential platforms for engagement. However, not all

associations are equally well-positioned to anchor a sustained engagement programme. The right host institution with genuine standing among domestic players, the political credibility to channel industry input to regulators, and an existing programme infrastructure to sustain activities is a prerequisite for the programme's effectiveness and longevity.

Therefore, InCircular seeks to commission a service provider to: (1) assess the capacity and information needs of target packaging user private sector actors, drawing on the findings of a separately commissioned KAP (Knowledge, Attitudes and Practices) study as reference, supplemented by any additional resources the contractor brings; (2) design a tailored series of capacity building and dialogue events based on those findings, including all materials required for implementation; (3) identify and engage a suitable host organisation to anchor and co-deliver the programme; and (4) implement the approved event series.

2. Tasks to be performed by the contractor

The overall objective of this assignment is to strengthen the collective circular economy capacity of private sector actors (i.e. producers, brand owners, packaging users, packaging manufacturers, and their associations) on relevant CE topics, with EPR and D4R as indicative priority areas, affecting packaging in Indonesia. This would imply two things:

- Capacity building on CE topics for private sector actors with emphasis on domestic players to build their confidence and readiness to engage.
- Facilitate structured dialogue through which the collective industry can develop and document a shared understanding and articulated position/stance on circular economy topics.

The assignment is structured around four sequential tasks. Each task feeds directly into the next; a formal deliverable must be approved by GIZ before the subsequent task begins.

2.1 Capacity Needs Assessment

The contractor's role in this task is to produce a clear, actionable assessment of the capacity needs of relevant actor types. The assessment is conducted at the level of actor categories, not individual companies: it maps the state of knowledge, attitudes, and engagement readiness of domestic packaging users as the primary target group, with MNCs assessed as a secondary group whose different baseline informs but does not anchor the programme design.

A KAP (Knowledge, Attitudes and Practices) assessment of packaging user private sector actors is being conducted under a separate, parallel contract. The findings of that study will be made available to this contractor as a reference for this task. The contractor is expected to interpret and apply its findings, supplemented by the contractor's own resources, networks, and analytical tools.

The contractor shall:

- Review and analyse the KAP study findings provided by GIZ InCircular, disaggregating results by actor type (MNCs vs. domestic players; conglomerates vs. SMEs vs. sector associations) to identify differentiated capacity gaps, knowledge deficits, and engagement readiness levels.
- Supplement the KAP findings with any additional resources at the contractor's disposal, such as desk research, targeted interviews, focus group discussions, or proprietary sector data to deepen understanding of specific capacity gaps where the KAP study findings require further contextualisation.

- Synthesise findings across actor types, including MNCs and domestic players, and across sub-segments such as conglomerates, SMEs, and sector associations, to produce a clear picture of differentiated needs, existing knowledge levels, and readiness for engagement.
- Produce a **Capacity Needs Assessment Report** as the key deliverable for this task, documenting: the analytical approach; key findings by actor category (domestic players as primary; MNCs as secondary); a synthesised profile of knowledge levels, attitudes, and engagement readiness per actor type; priority capacity gaps for the domestic private sector; and direct implications for programme design.
- Submit the Capacity Needs Assessment Report to GIZ InCircular and obtain written endorsement before proceeding to next task.

2.2 Event Series Design

Based on the Capacity Needs Assessment findings, the contractor shall design a tailored series of capacity building and dialogue events, as well as produce all materials necessary for their implementation. Once a working partnership with the host organisation has been established (see 2.3), the host shall be given the opportunity to provide input into the event series design before it is finalised and submitted for GIZ approval. The sessions/events must be held within Jakarta as envisioned target participants are in the area.

2.2.1 Thematic Scope

The programme shall address circular economy topics relevant to domestic packaging producers, brand owners, and their associations. Thematic coverage shall be grounded in Indonesia's 9R CE framework. EPR for packaging and Design for Recycling (D4R) are considered indicative priority topics for the following reasons: EPR is subject to imminent regulation with direct compliance implications for domestic producers; D4R is a practical upstream response to EPR and recyclability standards. Contractors may adjust or expand the thematic scope based on KAP findings, but any decision to exclude EPR or D4R must be supported by a robust, evidence-based rationale in the Event Series Design Report.

Other indicative topics may include ISO 59000 series standards on CE; the CE Roadmap and the private sector's role in its implementation; put-on-market data compliance (e.g. SIINAS, AKSARA, SIMPEL); and CE business model transition strategies.

2.2.2 Design principles

The contractor must observe the following principles in designing the event series:

- Domestic packaging users, conglomerates, SMEs, and sector associations, are the primary target group. The programme is designed to serve their capacity needs, which are typically characterised by lower baseline familiarity with CE concepts like EPR and D4R. MNCs are a secondary participant group: they may participate and contribute peer knowledge, but their different baseline does not anchor the programme design.
- The event series must address the capacity needs of domestic players as the primary audience, as evidenced by the Capacity Needs Assessment. Where the assessment identifies meaningfully different baselines across domestic actor types (e.g. conglomerates vs. SMEs vs. sector associations), the design shall include differentiated tracks or tailored sessions. MNC-specific needs shall be accommodated where feasible but shall not drive the programme architecture.

- Capacity building sessions shall be designed to produce measurable shifts in knowledge and attitudes, as assessed through the agreed M&E methodology.
- Dialogue sessions shall be designed to move participants from awareness to articulated stance: their output is not necessarily consensus, but a documented mapping of where the industry stands, including areas of agreement and divergence, in a format usable for policy engagement. The host organisation is encouraged to make this documented stance publicly available, as public dissemination maximises the programme's accountability value and creates constructive competitive pressure among industry actors.
- No unified industry position on CE topics, such as EPR or D4R standards for example, currently exists. The industry's voice in the policy dialogue is fragmented. The design of both capacity building and dialogue sessions should aim to address these issues.
- Extended Producer Responsibility (EPR), Design for Recycling (D4R) and related topics (e.g. ISO 59000 standards, eco-design) are identified as potentially relevant capacity gaps but are indicative and subject to the capacity needs assessment.
- Sessions focusing on enhancing women managers/leadership/influence and gender-inclusive principles on the design and implementation of circular economy in Indonesia should also be part of the capacity building plan.
- Practical exercises and workshop components shall be incorporated into relevant sessions, enabling participants to apply concepts to their own industry, sector, or company context. An indicative training of trainers (ToT) session is suggested to enhance knowledge sharing, qualifying and giving certificates to more trainers to deliver relevant content to wider private sector audience.
- The event format (in-person, online, or hybrid) and the trainer delivery model (contractor's own trainers, curated external experts, or a combination) must be proposed by the contractor as part of the Event Series Design Report and are subject to GIZ approval before implementation begins. The rationale for the proposed format and trainer model must be clearly stated.
- The event series must be implementable within the budget and timeline of this assignment. The total number of sessions is to be determined by the contractor based on needs assessment findings and approved thematic scope. An indicative target of 10 sessions is suggested, each with 30 participants; the contractor shall justify the proposed number in relation to the topics, actor types, and budget. All sessions must be done within the greater Jakarta area.

2.2.3 Deliverables of Event Series Design

The contractor shall produce the following deliverables under this task, all of which is subject to input by the host organisation (see 2.3) and must be approved by GIZ before implementation (see 2.4) begins:

1. **Capacity Building Plan and Engagement Strategy:** A strategic document setting out the overall approach, theory of change, target audience segmentation (domestic players as primary; MNCs as secondary participants), differentiated engagement approaches per actor type, and phasing of capacity building and dialogue activities. This document frames how all subsequent sessions contribute to the programme's objectives.
2. **Event series design report:** Covering results of the Capacity Needs Assessment, proposed topics, sequence, and formats for all sessions; facilitation methodology (interactive, participant-centered and based on adult learning principles); participant targeting and recruitment strategy (domestic players as primary audience; MNCs as secondary); work plan and budget breakdown per session.

3. **M&E methodology:** A proposed monitoring and evaluation framework, including: the indicators to be tracked, how they relate to the KAP baseline, data collection instruments (e.g. pre/post assessments, session feedback), and the process for producing the final M&E report. The framework must include both short-term indicators (knowledge and attitude shifts per session) and a long-term outcome indicator, for which the existence, quality, and public availability of the Documented Industry Stance Report shall serve as the primary measure. This methodology is subject to GIZ approval before implementation.
4. **Full Training Materials Package:** All documents required for training implementation, including participant information materials, training presentations and handouts, facilitator guides, session agendas, case studies or showcases, and any required briefing documents. Materials shall be produced in Bahasa Indonesia; English versions shall be provided where required. Training materials shall emphasize on contextualization, particularly adapting materials to Indonesian regulatory and business context, realities of domestic private sector actors and locally relevant case studies and examples

GIZ will review and provide written approval of all deliverables within 10 working days of submission. The contractor should plan for a review and revision cycle of up to two weeks per deliverable.

2.3 Host Organisational Assessment and Engagement

Following completion and approval of the capacity needs assessment and event series design, the contractor shall identify and engage a suitable host organisation to anchor and co-deliver the programme. The host selection is informed by the design: the programme's approved structure, topics, and target audience define the institutional requirements the host must meet.

The contractor shall:

- Review InCircular's existing desktop research on the private sector landscape; supplement it with targeted consultations, outreach, and direct interviews with candidate organisations as needed. This mapping is to be integrated into the inception phase and does not constitute a separate workstream.
- **Develop a host assessment framework** with indicators, data collection instruments, and a scoring approach against the three mandatory criteria defined (see 2.3.1).
- Conduct assessments of identified candidate organisations and **produce a Host Assessment Report** documenting: the methodology; evidence gathered per criterion per candidate; a comparative scoring matrix; and a clear, justified recommendation for the preferred host organisation.
- Present findings to GIZ InCircular for review and endorsement of the recommended host.
- Together with GIZ, engage with the recommended host organisation to establish a working partnership arrangement, including agreed roles, responsibilities, and modalities for the event series.

2.3.1 Host Selection Criteria

The following three criteria are mandatory. They reflect the essential conditions for maximising domestic industry participation, ensuring that the private sector has confidence its inputs will be followed through, and guaranteeing that the programme outlasts the project. The contractor is encouraged to refine these criteria and develop specific indicators and

evidence standards for each but must address all three in their assessment framework. Additional criteria may be considered but shall not override these three.

#	Criterion	Definition	What to Assess
1	Private Sector Ally	The host must function as a trusted peer platform where domestic companies can discuss business challenges, concerns, and grievances openly without fear of regulatory reprisal. It must demonstrate credibility and rallying power specifically with domestic (non-MNC) industry players, including SMEs and domestic conglomerates.	Membership composition; proportion of domestic vs. MNC members; track record of peer-led, closed-door industry dialogue; testimonials from domestic member companies.
2	Advocacy Capacity	The host must have the institutional standing and political capital to represent industry interests before high-level regulators (e.g. Ministry of Environment, Ministry of Industry). Private sector actors must be confident that information shared with the host will be strategically channelled to policymakers, not simply noted.	History of regulatory engagement and advocacy; access to senior government officials; recognised role in formal consultations; track record of translating member input into policy submissions.
3	Embedded Programme	The host must operate an existing, well-recognised capacity-building or convening programme. This ensures the knowledge generated through this assignment is institutionalised within a permanent body, not dependent on project funding, and that participants are already familiar with the host's format, reducing the barrier to engagement.	Existence of a recurring, named programme; participant reach and retention rates; institutional permanence; administrative capacity to absorb new training modules or dialogue tracks.

Indicative candidate organisations (not exhaustive; the contractor may identify and assess additional candidates): KADIN Indonesia, GAPMMI (Indonesian Food and Beverage Association), IBCSD (Indonesian Business Council for Sustainable Development), APINDO (Indonesian Employers' Association), IPRO (Indonesia Packaging Recovery Organization).

2.4 Implementation of Event Series

The contractor shall implement the approved event series in full, with all logistical and substantive responsibilities managed independently in partnership with the host organisation.

The contractor shall:

- **Coordinate all logistics with the host organisation and participants**, including venue booking, invitation management, materials preparation, and participant confirmation, whether the event designed is in-person, online or hybrid. An indicative total of 10 sessions for 30 participants each is expected (see 2.2.2), but this is subject

to capacity needs assessment. All sessions should be held in Jakarta area as envisioned target participants are in the area.

- **Facilitate or manage the facilitation of all capacity building and dialogue sessions**, ensuring quality, inclusiveness, and adherence to the approved design. The specific delivery model (contractor's own trainers, curated external experts, or hybrid) shall be as proposed in the Event Series Design Report and approved by GIZ. The contractor shall designate a lead trainer/facilitator responsible for overall session quality. Aside from sessions to form articulated stances on CE topics, an indicative session focused on women managers, as well as ToT is expected (see 2.2.2) but is subject to the capacity building plan.
- **Produce a session report** for each individual event, documenting: participant list according to GIZ format, key discussion points, learning or engagement outcomes, any outputs produced (e.g. agreed statements, draft position documents), and recommended follow-up actions.
- **Produce a consolidated M&E report** upon completion of the series, comparing endline findings against the capacity needs assessment baseline and the approved indicators, and assessing the programme's contribution to shifts in knowledge, attitudes, and documented industry stances. The M&E Report shall treat the existence and quality of the **documented industry stance report** as the primary long-term outcome indicator: a tangible, attributable product demonstrating that the programme produced not just trained individuals but a private sector with an articulated, recorded position on circular economy and packaging issues. Where the host organisation has made this stance public, the M&E report shall note this as evidence of the programme's accountability value.
- Hand over all training materials, facilitation guides, and session documentation to the host organisation at the close of the assignment, formatted for independent future use.
- **Submit a Final Report** covering consolidated programme outcomes across all sessions, evidence of knowledge and attitude shifts; quality of dialogue outputs including the Documented Industry Stance Report and whether it has been or is planned to be made public by the host; assessment of the host's capacity and readiness for independent continuation; and recommendations for next steps.

2.5 Monitoring & Evaluation Framework

The M&E component should be able to capture not only delivery outputs, but also learning outcomes, behavioral shifts, and progress toward a unified industry position on circular economy issues within the 9R framework such as EPR. Thus, the framework should ideally consist of:

- Output (e.g., x sessions delivered, x number of participants reached)
- Learning (e.g., increase of knowledge and understanding of EPR concepts)
- Behavioral (e.g., confidence, willingness to engage, collaboration)
- Application (e.g., initial steps toward commitment on implementation)

This is to ensure that the programme measures actual capacity development, not only activity delivery.

2.5.1 Pre and Post Assessment

A structured pre- and post-assessment shall be administered for each session, going beyond knowledge recall to capture conceptual understanding of CE issues relevant to the session;

confidence in applying concepts; and readiness and commitment to engage in CE-related processes. Assessments shall use scenario-based or application-oriented questions rather than purely factual ones, in order to surface genuine comprehension and attitudinal shifts. Endline results shall be compared against both the session baseline and the KAP study findings to assess cumulative programme impact.

2.5.2 Behavioural and Institutional Readiness

Beyond individual knowledge shifts, the framework shall include indicators that capture behavioural and institutional readiness: willingness to collaborate across industry actors; internal alignment within companies on CE commitments; and perceived barriers to implementation. These indicators provide a more accurate picture of whether capacity building is translating into organisational readiness for CE transition.

2.5.3 Reflection and Feedback Mechanism

To support adaptive implementation, the contractor shall incorporate a light reflection or feedback mechanism after each session. This captures key learning challenges encountered, participant engagement patterns, and areas for improvement in subsequent sessions. Findings from each session feedback cycle shall inform the design and facilitation of the sessions that follow.

2.5.4 Progress Tracking

To track progress toward the programme's long-term outcome, the framework shall include indicators covering: documentation of the range of perspectives expressed across sessions; level of agreement on key CE and EPR issues; and progress from initial discussions to more structured, actionable outputs. The Documented Industry Stance Report is the primary long-term outcome indicator: its existence, quality, and where possible public availability is the clearest evidence that the programme produced a more unified and engaged industry.

2.5.5 Engagement Quality and Host Capacity

The framework shall capture quality of engagement across sessions, including diversity of participation and depth of discussion, and the host organisation's growing capacity to facilitate dialogue independently. The latter serves as a sustainability indicator: the degree to which the host can continue the programme beyond this assignment without GIZ support.

2.5.6 M&E as Learning Tool

The contractor is expected to not treat M&E findings as only a reporting requirement, but an active implementation tool. The contractor shall use M&E data across the series to inform refinements to training materials, adapt facilitation approaches, and strengthen the engagement strategy where gaps are identified. The Final Report shall reflect how M&E findings shaped programme delivery and shall draw implications for future capacity building cycles.

2.6 Milestones

The following milestones govern this assignment. Payments are structured in two tranches as indicated. The contractor must notify GIZ immediately of any risk to timely delivery.

Milestone	Description	Deliverable	Deadline
Project start	Kick-off meeting with GIZ InCircular to clarify expectations, agree communication protocols, and confirm work plan.	Milestone 1: Confirmed kick-off minutes	Within 2 weeks of contracting
Inception phase complete Up to 72 days	Capacity and information needs assessed; event series designed and approved; host selected and partnership established.	Milestone 2 (may be submitted as one document or sequentially) <ul style="list-style-type: none"> Capacity Needs Assessment Report Capacity Building Plan & Engagement Strategy Event Series Design Report M&E Methodology Host Assessment Report. 	Within 4 months of contracting Interim payment triggered upon GIZ approval of Milestone 2.
Implementation complete	All approved capacity development and dialogue sessions implemented per the Event Series Design Report. An indicative 10 sessions for 30 pax each are specified (see 2.2.2) but this is dependent on Capacity Building Plan & Engagement Strategy	Milestone 3: <ul style="list-style-type: none"> Full Training Materials Package Session Reports for all implemented events M&E Report (endline vs KAP baseline) 	Within 8 months of contracting
Assignment closed Up to 103 days	Final report submitted; all materials handed over to host; assignment formally closed.	Milestone 4: <ul style="list-style-type: none"> Final Report Host Handover Package 	Within 9 months of contracting Final payment triggered upon GIZ approval of Milestones 4.

Period of assignment: 9 months from the contracting date.

3. Concept

In the tender, the tenderer is required to show how the objectives defined in Chapter 2 are to be achieved, including the technical-methodological approach and the project management system for service provision. The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-Methodological Concept

Strategy (1.1): The tenderer is required to demonstrate an understanding of the assignment's overall logic (see 1) (1.1.1): how the contractor's Capacity Needs Assessment, built on the externally commissioned KAP study and supplemented by the contractor's own resources, is the critical enabling condition that governs all subsequent design decisions; how the sequencing from needs assessment to event series design to host selection to implementation builds both individual knowledge and collective agency; and what it means for this programme to be genuinely owned by a private sector institution rather than project-driven. The tenderer shall present and justify their explicit strategy for delivering all four tasks (1.1.2), including how they will manage the sequential dependency between tasks and prevent delays in one phase from compressing the implementation timeline.

Cooperation (1.2): The tenderer is required to present the actors relevant to this assignment, including GIZ InCircular, the host organisation, target participant groups (domestic producers, brand owners, SMEs, conglomerates, associations), and other stakeholders, and describe how it will manage its interactions and relationships with each other (1.2.1). In particular, the tenderer shall explain how it will build a genuine working partnership with the host, not a transactional one, and how it will navigate situations where the host's institutional priorities diverge from programme objectives (1.2.2).

Steering (1.3): The tenderer is required to explain its approach to steering the assignment in coordination with GIZ InCircular (1.3.1), including escalation procedures for key decisions (e.g. final host selection, major changes to the approved event series design), reporting frequency, and how it will manage the two-payment milestone structure.

Processes and operational plan (1.4): The tenderer is required to describe the key processes and present a work plan or schedule (1.4.1) that shows how the four tasks will be sequenced and executed across the 9-month assignment period, including time allocated for the GIZ review and approval cycle between tasks. The tenderer shall also describe how it will integrate InCircular's prior desktop mapping into its Capacity Needs Assessment, and how it will account for inputs from GIZ and the host (1.4.2).

Learning and innovation (1.5): The tenderer is required to describe how knowledge generated through the event series will be documented and transferred to the host organisation to ensure programme sustainability (1.5.1), and how lessons from implementation will be systematically captured and shared with GIZ InCircular for use in broader project learning (1.5.2).

Project Management of the Contractor (1.6)

Coordination (1.6.1): The tenderer is required to explain its approach to coordination with GIZ InCircular, including the frequency and format of progress updates, how it will manage the formal approval gates for the Event Series Design Report, and how it will communicate risks.

Personnel assignment plan (1.6.2): The tenderer is required to submit a personnel assignment plan listing all proposed experts with assignment dates, expert days, and locations, and showing how individual responsibilities map to the four tasks and the milestone schedule.

Backstopping (1.6.3): The tenderer is required to describe its quality assurance and backstopping strategy, including how home office support will be provided and how the team leader will manage quality control across all deliverables.

Further Requirements (1.7)

The tenderer is required to describe its experience with previous assignments related to private sector engagement, capacity building, or multi-stakeholder facilitation in Indonesia. Experience working with Indonesian industry associations and familiarity with circular economy, EPR or packaging sustainability topics are an advantage. Experience in applying or interpreting KAP study findings to design training or behaviour change programmes is also an advantage.

4. Personnel concept

The tenderer is required to provide personnel suited to filling the positions described below, based on their CVs and the tasks involved. The qualifications specified represent the requirements for achieving the maximum number of points in the technical assessment.

Note on team composition: Given the total contract value of EUR 50,000, which covers all personnel fees, event costs, and other direct costs, the team leader and all key experts must be Indonesia-based nationals. International staffing models would consume a disproportionate share of the budget in travel and accommodation, to the detriment of programme delivery. Tenderers should ensure that the proposed team composition and fee structure are realistic within this budget envelope. In addition, the focus of domestic industry empowerment is aligned with the preference for national personnel.

Note on Key Expert collaboration: Key Experts 1 and 2 must function as a tandem throughout the entire event series. Both experts are required to be present and actively contributing across all capacity building and dialogue sessions. While each expert has a designated primary responsibility (training design vs. facilitation and dialogue), their roles are complementary and mutually reinforcing, and joint facilitation of every session is required. The personnel assignment plan must reflect this and shall designate a lead trainer/facilitator responsible for overall session quality.

Note on main/lead trainer/facilitator for sessions: The contractor is free to design the event sessions but is expected to designate the main/lead trainer/facilitator for each session. Designated by session types would be indicative e.g. capacity building sessions led by key expert 1 and dialogue sessions led by key expert 2, but it is subject to design change as contractor see fit and is justified by capacity needs assessment or session M&Es.

4.1 Team Leader (national)

4.1.1 Tasks of the team leader

- Overall responsibility for the quality and timely delivery of all contractor outputs
- Lead the Capacity Needs Assessment process, including the analysis and application of the externally commissioned KAP study findings, supplementary research, synthesis, and reporting
- Oversee the development of the Capacity Building and Engagement Strategy and the M&E Methodology
- Lead the host assessment process, including stakeholder consultations, scoring, recommendation, and host engagement/partnership negotiation
- Coordination and communication with GIZ InCircular and the host organisation
- Personnel management, including planning and steering assignments of key experts and short-term pool experts
- Regular reporting in accordance with deadlines
- Financial planning and responsible use of the contract budget in consultation with GIZ
- Final oversight of all deliverables including the Event Series Design Report, Training Materials Package, Session Reports, M&E Report, and Final Report

4.1.2 Qualifications of the team leader

- Education/training (2.1.1): University degree (Master's) in economics, communications, public policy, business administration, social sciences.
- Language (2.1.2): C1-level proficiency in English; fluent in Bahasa Indonesia
- General professional experience (2.1.3): 7 years of professional experience in business consulting, private sector engagement, stakeholder management, programme management
- Specific professional experience (2.1.4): 5 years of experience designing and managing capacity building, training, dialogue programmes for private sector audiences
- Leadership/management experience (2.1.5): 3 years of management, team leadership experience in a company, consultancy
- Regional experience (2.1.6): 5 years of professional experience in Indonesia
- Development cooperation experience (2.1.7): 2 years of experience in development cooperation projects
- Other (2.1.8): Demonstrated experience working with Indonesian industry associations; familiarity with EPR, circular economy, packaging sustainability topics is an advantage

4.2 Key Expert 1 – Capacity Building and Training Design (national)

4.2.1 Tasks of key expert 1

- Analyse and apply the KAP study findings and any supplementary data to identify capacity gaps and design implications by actor type
- Design the capacity development curriculum: topics, learning objectives, session formats, and sequencing
- Develop all training materials and package (session plans, reading materials, fact sheets, presentations, handouts, participant workbooks, facilitation guides, feedback

forms, handouts, flyers, posters, etc.) in Bahasa Indonesia; English versions where required

- Translate the short-term expert's conceptual knowledge into engaging sessions with various methodologies (e.g., not only lecture style but in a form of role play or simulation).
- Facilitate or co-facilitate capacity development sessions in tandem with Key Expert 2
- Design knowledge transfer protocols to enable the host to deliver training modules independently after the assignment
- Evaluate session outcomes using pre- and post-assessments and document results

4.2.2 Qualifications of key expert 1

- Education/training (2.2.1): University degree in education, communications, public policy, environmental management
- Language (2.2.2): B2-level proficiency in English; fluent in Bahasa Indonesia
- General professional experience (2.2.3): 4 years of professional experience in capacity building, training design, adult education
- Specific professional experience (2.2.4): 3 years of experience designing and delivering training programmes for private sector, industry audiences in Indonesia
- Development cooperation experience (2.2.7): 2 years of experience in development cooperation projects
- Other (2.2.8): Knowledge of circular economy, EPR, packaging sustainability, environmental topics is an advantage

4.3 Key Expert 2 – Stakeholder Facilitation and Dialogue Design (national)

4.3.1 Tasks of key expert 2

- Design the dialogue process for each session: agenda, facilitation methodology, discussion frameworks, and target output format
- Develop pre-read materials and briefing documents for dialogue participants
- Facilitate or co-facilitate all dialogue sessions, in tandem with Key Expert 1, ensuring a neutral, inclusive, and productive process that moves participants from awareness to agreement
- Manage situations where consensus is difficult to reach, including structured negotiation and documentation of areas of divergence accurately
- Ensure that dialogue outputs are formally endorsed by the host organisation and documented in a format usable for policy engagement
- Produce Dialogue Session Reports documenting attendance, key discussions, areas of agreement and disagreement, documented stances, and recommended next steps

4.3.2 Qualifications of key expert 2

- Education/training (2.3.1): University degree in social sciences, communications, political science, public policy,
- Language (2.3.2): B2-level proficiency in English; native or near-native Bahasa Indonesia
- General professional experience (2.3.3): 4 years of professional experience in facilitation, stakeholder engagement, policy dialogue

- Specific professional experience (2.3.4): 3 years of experience facilitating multi-stakeholder dialogues involving private sector actors in Indonesia
- Development cooperation experience (2.3.7): 2 years of experience in development cooperation projects
- Other (2.3.8): Experience working with or within Indonesian industry associations; track record of facilitating sessions that produced documented, endorsed outputs

4.4 Key Expert 3 – Event & Partnership (national)

4.4.1 Tasks of the support expert

- Act as the primary point of contact for host organizations and key partners, ensuring technical alignment on all collaborative activities.
- Manage high-level workshop and meeting frameworks, including technical coordination with venues and host institutions.
- Direct participant outreach and strategic invitation management to ensure high-quality representation at project events.
- Oversee session documentation and technical data synthesis to provide actionable insights for project steering.
- Lead the preparation of technical briefing documents, progress reports, and high-impact presentation materials for project partners.

4.4.2 Qualifications of the support expert

- Education/training (2.4.1): University degree (Bachelor's) in business administration, communications, social sciences.
- Language (2.4.2): B2-level proficiency in English; fluent in Bahasa Indonesia
- General professional experience (2.4.3): 2 years of professional experience in project support, event management, communications

4.5 Pool of Short-Term Experts (up to 3 persons – national)

The expert pool provides a flexible instrument to bring in topic-specific expertise for particular capacity development or dialogue sessions, as determined by the Event Series Design. The specific assignments will be defined during Task 2 (event series design), depending on the topics selected and the depth of expertise required.

4.5.1 Tasks

- Provide subject-matter expertise as speakers, resource persons, or co-facilitators in capacity development sessions
- Contribute to the content design of sessions within their area of specialisation
- Develop or review technical materials for sessions
- Support the team leader and key experts in validating the accuracy and practical relevance of session content

4.5.2 Qualifications of pool experts

- Education/training (2.6.1): University degree (Bachelor's minimum)
- Language (2.6.2): B2-level proficiency in English

- General professional experience (2.6.3): 7 years of professional experience in a relevant field, which includes:
 - EPR policy, regulation, and system design (Indonesia or comparable markets)
 - Packaging design, recyclability, and eco-design standards (including ISO 59000 series)
 - Waste management value chains and the informal sector in Indonesia
 - Circular economy business models and industry transition strategies
 - Industry association governance and multi-stakeholder policy processes

4.6 Soft skills of all team members

In addition to specialist qualifications, the following are required of all team members (2.1.8, 2.2.8, 2.3.8, 2.6.7):

- Strong interpersonal and communication skills; ability to engage credibly with senior private sector representatives
- Cultural sensitivity and ability to operate effectively within Indonesia's industry and regulatory environment
- Team skills and ability to work flexibly across tasks
- Client- and partner-focused working approach
- Initiative and proactive problem-solving, particularly in managing the host relationship independently

5. Costing requirements

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country, as set out in the German Federal Ministry of Finance country table on travel expense remuneration.

All business travel must be agreed in advance with the officer responsible for the project.

Specification of Inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team leader (national)	1	30	30	Based on timesheet and deliverables. Activity distribution to be projected from the personnel assignment plan submitted in the tender.
Key Expert 1 – Capacity Building (national)	1	45	45	Includes capacity needs assessment, curriculum development, training material production, and facilitation
Key Expert 2 – Facilitation (national)	1	45	45	Includes dialogue design, facilitation, and documentation of industry stances.

Key Expert 3 – Event and Partnership (national)	1	45	45	Includes event management and partners coordination
Pool of short-term experts (national)	Up to 3	10 (total for all pool experts combined)	10 (total for all pool experts combined)	Specific assignments to be defined during Task 2. Day allocation to be distributed across pool members based on event series design.
Other costs	Number	Price	Total	Comments
Flexible remuneration			30,000,000 IDR	A budget of IDR 30,000,000 is foreseen for the flexible remuneration item. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.
Workshops	Indicative 10 sessions, 30 pax each			Against evidence. Budget foreseen for each session covering venue, catering, video production, moderation, photographer, interpreter, trainer, equipment mobilization, etc. Procurement of meeting packages in accordance with GIZ regulations. The number of sessions and participants per session will be determined by the approved Event Series Design Report and should be in Jakarta. All costs borne is subject to production of evidence, GIZ procurement procedures applied and is subject to GIZ approval.
Training materials – layout, design, printing				Against evidence. Expenses for layout and production of training materials, participant handouts, and session documentation intended for handover to the host.

6. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

- Establish contact with and introduce the contractor to key private sector associations and relevant government counterparts; support and channel communication as needed.
- Share InCircular's existing desktop mapping of private sector associations to inform, but not substitute for, the contractor's capacity needs assessment and host assessment.

- Share the findings of the separately commissioned KAP study with the contractor at the outset of the assignment, to serve as the primary reference for the Capacity Needs Assessment.
- Provide timely review and written approval of all task 2 deliverables including the Host Assessment Report and Event Series Design Report (within 10 working days of submission); communicate any revision requirements clearly.
- Rooms for meetings and workshops at the GIZ Office Jakarta, subject to availability.
- Contribution to workshop costs in case the planned budget proves insufficient for a specific event, subject to prior written agreement.

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English.

The complete tender must not exceed 10 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs must be submitted in English.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

8. Annexes

- InCircular Project Factsheet
- Minimum standards for sustainable event management at GIZ